THE Maple Leaf / LA Feuille d'érable

May 2014, Volume 17, Number 5

Keeping the Defence Team Informed

Français au verso

The DEPUTY MINISTER reflects on his first year at DND

The future of the ARMY RESERVES page 6

CAF Health & Wellness CHALLENGE page 12

The Battle of THE ATLANTIC page 13

National Defence / Défense nationale

Canada

The DEPUTY MINISTER reflects on his first year at DND

With 37 years in the Public Service, Richard B. Fadden brings a wealth of knowledge and experience that he hopes will help shape the Defence Team of the future. Marking his first full year in his role of Deputy Minister of National Defence, Mr. Fadden reflects on a year that has seen a lot of change, new opportunities and a Defence Team that rivals no other workplace.

You have held the position of Deputy Minister for one year. What have been some of the accomplishments that you have seen from a Defence perspective?

One of the things that characterizes this place is the complexity of its management and its governance — civilians and military personnel working together. I think, generally speaking, the biggest accomplishment has been how the Chief and I have sent the message that we are one team. We are two institutions, we are distinct, but we are one team. I have tried very hard to have a positive impact on people management. In the end, everything that gets done gets done through the people. How people are treated, the opportunities they are given and the encouragement they are given, are as important as actually accomplishing things. I think that this has had a positive impact on the civilian side and has had a positive impact in our relations with the military.

Looking back at some of your history, how has that prepared you for National Defence? What are you able to bring to the Defence Team?

To some degree what I bring to Defence is a pretty comprehensive knowledge of how Ottawa works — how to work with central agencies and how to get things done. One part of my job is to help the Defence Team to get through the joys of Ottawa. I have been around awhile; I am used to different management styles and systems and as a result I have become aware of a variety of ways of doing things. I hope that kind of flexibility helps here.

The other thing that I think I bring is an understanding from almost a constitutional perspective for the reasons behind the complexities in Defence. There is a reason why there is a Chief of the Defence Staff and Deputy Minister supporting the Minister, there are reasons why civilians are doing certain jobs and I think understanding that certainly helps a lot.

What excites you about your job at Defence?

I think on one level, it is the variety here. There are operational issues, regulatory issues, policy issues and management issues. And there are one heck of a lot of people dedicated to moving these files. It is my job, along with the Chief and the Minister, to try and make a difference here. One of the things that strikes me about this place is the level of dedication of the people. In some ways for me to be a snowplough to try and remove obstacles is the way that I look at my job. I also have, as part of my job, to identify priorities and what not, but a lot of what I do is to try and empower other people and help other people do their jobs, and I like that here.

Also, when I visit bases and wings they let me fire cannons, get into tanks and visit ships. This is a real benefit!

Working at National Defence can be rather complex. Are there any challenges that have been of particular interest to you? How have you managed these challenges and what are your strategies?

The biggest change that I think the Department is having to go through is the end of our mission in Afghanistan. You know, we forget that we have basically been at war for 12 years. It's a big change not just for members of the forces, but for those of us who support them in procurement, finance and a whole raft of other areas.

In a more personal way, the Department had a Minister and Deputy Minister for almost six years and helping the department get over having such experienced hands and hands that have been at the tiller for so long is also something that I also consciously tried to do. Taking advantage of these changes and making a stew that works best for everybody is something that I have tried very hard to do. I think with the Chief and his colleagues, we have succeeded in promoting a lot of really active collaboration to the benefit of the Defence Team the Minister and the government. It's not perfect, it's a work in progress, but I'd like to think we have made some progress.

The Department has been working through a period of transition over the past few years. How do you think change initiatives will help shape DND for the future?

If there is one constant in our life other than taxes, it's change. I think most institutions, particularly large ones, don't come to that conclusion easily. Over the years, we've become comfortable with the way we do things, the structures and processes we have in place. I think that both Blueprint 2020 and Defence Renewal will help us fight our way out of that box. What we want to do, while still ensuring the bus is running, is to change some of the seats in the bus to make them more comfortable, to make them more practical, make us more efficient and more effective. That is going to require a bit of shaking. Some people who find comfort in the status quo are going to find this difficult. We've got to find the Defence Renewal savings and efficiencies to which we committed. I think we should take advantage of this to make our place more efficient and effective and in fact a better place to work.

How will Blueprint 2020 and Defence Renewal be important to National Defence?

Blueprint 2020, which applies to the public service generally, I think, is a recognition that we have a different type of public servant — technology is different, we have the opportunity to use different kinds of business processes, so we've got to take advantage of this and move ahead.

Defence Renewal started off because the Government said if we could find efficiencies and economies, we could keep them and reinvest them in the Defence enterprise. I think that is still really important. But on the other hand we are going to use that as an opportunity to try and scrape the plaque out so that we don't have an institutional heart attack. We have too many layers, we have too many differing spans of controls for the LIs and L2s. There is too much complexity. There are too many layers so we are going to take Defence Renewal and try and work our way through this by lightening the administrative and bureaucratic burden.

"We have to change the way we do things so that we become more efficient and so that people can enjoy their time at Defence."

"How people are treated, the opportunities they are given and the encouragement they are given, are as important as actually accomplishing things."

At a more practical level, we want to look at how we do things. For example, some of the technicians in the military who work on repairing various sorts of equipment actually spend less than 25 percent of their time actually doing repairs as opposed to tracking down parts or filing paperwork. Nobody would expect 100 percent of their time but over the years procedures and practices and the location of tools and equipment have become such that we are no where near as efficient as we can be.

For those who are outside of Ottawa, why is this change important, and more importantly, how does it resonate with people?

I think that change occurs at all levels. A lot of what we want to do on Defence Renewal is only going to happen at the base and wing level. It's going to be everybody, but it's going to be the base commanders, the regimental sergeant majors, the chief warrant officers and their civilian colleagues who are going to look at how we are doing things and change things. We need to make this place a lean, mean, fighting machine. The organization is not as lean as it could be and there are a lot of things that we can do to make this easier. All of this impacts on their lives and it is our job at Headquarters to make sure that we can deliver to them the structures, processes and money that will enable them at the operational level to deliver what we expect of them.

As you move through the next year in Defence, what are some of the goals and priorities that you have set that you would like to see accomplished?

For the future, it is to continue to help the Department to manage the change that it absolutely is going to have to go through. We have to get through the *Canada First* Defence Strategy reset; there is a lot of work to be done there. We have to move our investment program forward. As part of this, we are coming up with a way, we hope, of ensuring stable funding for the Defence Team.

Very important as well is the move to Carling Campus in a few short years. That has to be more than just a physical move. We have to change the way we do things so that we become more efficient. We've got to take advantage to put into place changes to our business process and our ways of doing things.

Lastly, Defence Renewal – we have got to make Defence Renewal work. It is a large enterprise, a large undertaking involving all the L1s. The Chief and I are absolutely committed to making this work but there are a lot of people that have to play on this. We have to find the $750 million to $1.2 billion, annually by 2017-18 which we have committed to find. More importantly, we have to change the way we think, the way we do things to make this a better place.

More than anything, change is going to be a constant here and we need to plan for it, and we need to adapt to it so that the Department and the Canadian Armed Forces can deliver what the government wants of us.

All I can do is plant the seeds and create the environment where people can think outside of the box.

You have spent a lot of time travelling and visiting different bases. What impressed you most about CAF members and Defence Team Members?

Dedication is not unique to this place, but one thing that does strike me is the extraordinary good humour they bring to their work. I've worked in eight or nine departments and I think honestly, this is one of the first departments where I find the nicest collection of people. The other thing that I find surprising is the gung-ho attitude to get things done on operational issues. Give either our military or civilian colleagues an operational challenge and boy, they have demonstrated time after time that they can deliver. I wish that I could convince people to take some of that energy and spend it on the management or administrative side.

We have a face to the name, but what is it that people might be surprised to know about you?

While I am the product of 37 years of the Public Service and wear a tie and dark clothing every day, I am also a cottage nut — I go there and try and fix things because I am not allowed to at home. I am a real reader and will read anything from anthropology to zoology. And I like travel, which is another benefit of this place because I get to move around the country and the world a little bit. My wife would say that, from a purely social perspective, I am not Happy Feet Fadden. I don't like going dancing. I like a good meal and a good glass of wine. ◆

"When I visit bases and wings they let me fire cannons, get into tanks and visit ships. This is a real benefit!"

The Maple Leaf
ADM(PA)/DGPASP
101 Colonel By Drive
Ottawa ON K1A 0K2

Fax: 819-997-0793
E-mail: +Internal Communications internes/ADM(PA)/Ottawa-Hull
internal_communications_internes@forces.gc.ca
Web site: www.forces.gc.ca
Translation: Translation Bureau, PWGSC

Submissions from all members of the CAF and civilian employees of DND are welcome; submission guidelines can be found on the Defence Team intranet. Articles may be reproduced, in whole or in part, on condition that appropriate credit is given to *The Maple Leaf* and, where applicable, to the writer and/or photographer.

The Maple Leaf is the monthly national publication of the Department of National Defence and the Canadian Armed Forces, and is published under the authority of the Assistant Deputy Minister (Public Affairs).

ISSN 1480-4336 • NDID/IDDN A-JS-000-000/JP-001

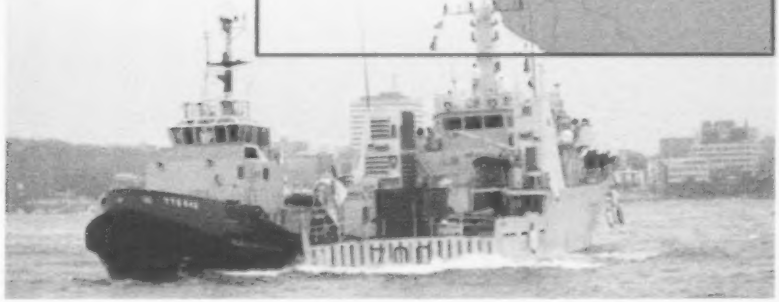
COVER: Richard B. Fadden, Deputy Minister of National Defence

Photo: Cpl Andrew Wesley

HMCS' *Glace Bay* and *Kingston* Return from Op CARIBBE

HMCS' *Glace Bay* and *Kingston* returned to their home port of Halifax, Nova Scotia after a successful six-week deployment on Op CARIBBE.

HMC Ships *Glace Bay* and *Kingston* Return from Op CARIBBE.



Quick Facts

- HMCS *Glace Bay* and HMCS *Kingston* conducted joint operations and supported multiple patrol aircraft sorties resulting in the disruption of approximately three metric tonnes of cocaine.
- So far this year, the RCN has deployed four warships as part of Op CARIBBE 2014, two from each coast, while the RCAF has provided two CP-140 Aurora aircraft detachments.
- CAF contribution to Op CARIBBE 2014 has resulted in the seizure or disruption of more than five metric tonnes of cocaine to date.
- Op CARIBBE is one of the many activities undertaken by the Government of Canada as part of Canada's commitment to engagement in the Americas with other nations.
- On April 12, during its transit to Halifax, HMCS *Kingston* experienced an electrical fire in the forward machinery room. It was quickly detected and extinguished by the crew. No injuries resulted.

OP NUNALIVUT 2014, BIGGER AND MORE COMPLEX THAN EVER

PHOTO: MCpl Chelsey Hutson

Twin Otter pilot, Capt Andrew Oakes brushes off the wings of the airplane before they begin the day's flight on April 10 in Resolute Bay, Nunavut.

Canadian Armed Forces operations don't stop when the road gets tough. Rather, the rougher the terrain, the more intricate the transport plans. In the High Arctic especially, airlift is integral to mission success.

The soldiers, sailors, airmen and airwomen deployed on Operation NUNALIVUT 2014 from April 2 to May 3, depended on ingenuity and a mix of unique assets to achieve CAF objectives in this demanding yet beautiful region of the Arctic.

A JOINT OPERATION

Both strategic and tactical Airlift played a key role in keeping soldiers mobile and responsive when operating in harsh, Arctic environments. This year, for the first time in Op NUNALIVUT's history, the 109th Airlift Wing from New York State was invited to participate. They fly ski-equipped Hercules LC-130s and operate out of Scotia, New York and Thule Air Base in Greenland.

"Conducting joint and combined operations with our allies is a valuable learning experience for both sides, but in this case, the capabilities of our respective aircraft complement one another seamlessly," said Major Bert Bolderheij, RCAF Air Task Force commander for Op NUNALIVUT.

The U.S. "ski hercs" added their heavy-lift capabilities to the RCAF ski-equipped Twin Otters, flown by 440 (Transport) Squadron in Yellowknife. With the addition of a "ski runway" marked and groomed on the ice north of Bathurst Island, the ski hercs moved fuel and supplies between Resolute Bay, Nunavut, "Ice Camp 1" on Sherard Osborne Island and Thule, Greenland.

"We take great care when we are on the land, a lot of thought and care goes into each mission," said Maj Steven Slosek, 109th Airlift Wing, LC-130 Navigator.

Maj Slosek said the challenges lie in the unpredictability of Arctic weather and the additional maintenance required when operating in extreme cold. Those challenges are factored into the Wings' mission planning.

"Overall, [the operation] has been very interesting," said Maj Slosek. "The Canadian Armed Forces Arctic Training Centre (CAFATC) is a great facility."

THE TWIN OTTER

The Twin Otter aircraft formed the tactical airlift backbone of Op NUNALIVUT. They allowed the Task Force commander to quickly move personnel and supplies to austere locations all over the Arctic. Without the need for a runway, these aircraft could go anywhere they were needed.

The 109th Airlift Wing has capitalized on the versatility of the airframe, using the Twin Otter to conduct reconnaissance of suitable landing sites on the sea ice to set up their base camp. The two aircraft worked extremely well together.

"I think they're great [Twin Otter], they're a highly versatile aircraft and they help us conduct our mission here," says Maj Slosek.

STRATEGIC TRANSPORT

Well-planned strategic and tactical airlift played a key role in keeping military personnel mobile, responsive, and safe when faced with the challenges of dangerous or rough sea ice and extreme resupply distance under austere conditions.

Strategic transport from across Canada, bringing supplies and people to the staging base in Resolute Bay, was achieved with the help of Canadian CC-177 Globemaster III and CC-130J Hercules Aircraft. From there, the LC-130 and Twin Otters took over, supporting CAF remote operating locations. In addition, a contracted commercial Bell B412 helicopter ensured the airlift needs of a deployed Infantry Company and Combined Dive Team were met.

Exercise SABRE GLACÉ

It was the first time a sub-unit had an opportunity to go so far north to the all new CAF Arctic Training Centre as 113 CAF members took part in Exercise SABRE GLACÉ, March 20 to 30 in Resolute Bay. This exercise in the second most northerly village in Canada turned out to be quite an adventure.

The soldiers from A Squadron of the 12e Regiment blindé du Canada (12 RBC), 52nd Squadron of the 5 Combat Engineer Regiment, and 1st Canadian Ranger Patrol Group used snowmobiles and BV-206 tracked carriers to travel close to 18,000 kilometres on the ground. DC-3 and DHC-6 Twin Otters flew over the vast territory.

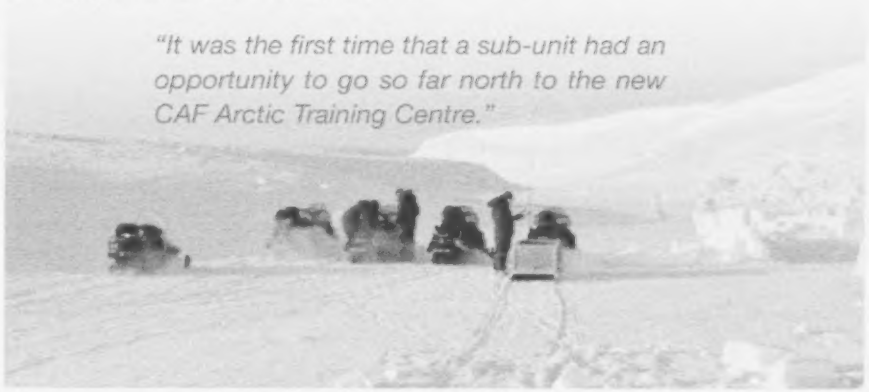
The primary objective of the exercise was to test participants' knowledge with respect to Canadian sovereignty in the North. Participants carried out patrols as well as search and rescue missions around Resolute Bay, where the average temperature was -40°C. The soldiers, who were setting foot for the first time in this inhospitable region, were able to count on the expertise of the Rangers, whose in-depth knowledge of the environment and climate proved to be critical.

Long-range patrols were carried out by plane and their destinations were the Polaris mine, Gascoyne Inlet and the Eureka Station. Small groups then explored the sectors on large sleds, called Komatiks, used to transport the necessary equipment.

SABRE GLACÉ participants attended a presentation on igloo building and dug a shelter in the snow, so they could spend the night.

A firing range was also set up to test C7 and Lee-Enfield rifles in the Arctic. However, the biting cold would freeze the soldiers' hands in a few seconds, which, of course, had an impact on the accuracy and rate of fire.

Throughout SABRE GLACÉ, signallers tested their transmission equipment; medical troops took care of the injured; traffic technicians unloaded and loaded the soldiers' equipment; logistics officers ensured that participants had the equipment they needed; and mechanics repaired damaged vehicles. Let's also not forget the cooks, who helped maintain morale with exquisite meals every day. ♣



DRDC STUDIES
Small Arms Weapons Recoil

To provide the CAF with the best small arms weapons, Defence Research and Development Canada (DRDC), in collaboration with Canadian industries are studying the effects of weapon recoil on the physical and psychological response of soldiers and their marksmanship performance.

"To shape training and increase survivability of our soldier on the battlefield, it is crucial to better understand perfectly how the soldier's equipment works and how it affects performance," says Dr. Guy Vézina, Director General S&T Army at DRDC.

Understanding this "felt recoil" will guide the acquisition of future small arms for the CAF, as well as influence training. Recoil is essentially the rearward action of a weapon when it is fired. Felt recoil refers to how these forces affect the shooter and is influenced by such factors as posture, body size, technique and perception. Although recoil force itself is well-known, much less is known about its interaction with the physical and psychological aspects of the soldiers and the weapon's barrel movement. What effect does recoil force have on soldiers' firing accuracy? Some could say none, because the force that is felt occurs after the shot is fired. Others might say that the greater the recoil force of the weapon the more quickly you feel shoulder pain. This may cause you to flinch prior to each shot, or the cumulative effects may cause fatigue or injury which will decrease accuracy or limit the amount of shots that can be fired over the day. Who is right?

The Soldier's S&T Program led by DRDC and the Canadian Army will provide answers to that question with the help of soldiers who participated in trials in the fall of 2013. During these trials, soldiers took turns firing a weapon that acted as a small arms recoil substitute. The substitute was a modified 12-gauge Remington 870 shotgun with which tests were performed using various ammunition velocities, weapon weights, simulating recoil levels similar to in-service weapons. Force and acceleration data as well as high-speed videos of shooters' motion will assist scientists in finding insights.

"The information gleaned from this type of research will help the CAF when it comes time to purchase new weapons by providing important information on which to base our decisions," said Lieutenant-Colonel Serge Lapointe, Director Land Requirements (DLR).

This research is part of many projects whose results will be used to support the DLR in defining the statements of requirement for the Future Small Arms Research Program. ♣

Canadian Army Sergeant James Bartley from Headquarters, Supreme Allied Commander Transformation (HQ SACT) was recently named 2013 NATO Allied Command Transformation (ACT) Military Member of the Year (MMOY).

Sgt Bartley, a 25-year CAF veteran, works in support of the Director of Staff Tasking, and originally served in the Armour Corps before voluntarily transferring to the Resource Management Support Clerk trade in 2005. He has deployed five times: Afghanistan (twice), Kosovo (once) and Bosnia (twice) and has a wealth of experience working in a multinational environment. The MMOY program recognizes the best non-commissioned officer from ACT's subordinate commands: Joint Warfare Centre, Joint Force Training Centre, Joint Analysis and Lessons Learned Centre and HQ SACT.

THE FUTURE OF THE ARMY RESERVES

Brigadier-General Kelly Woiden, Director General Land Reserve talks about maintaining a sustainable Reserve Force while achieving a work-life balance for reservists.

The Canadian Army Reserves are an essential component of the total Army force representing the Canadian Armed Forces (CAF) in communities across Canada.

"The Army Reserves is an integral part of the Army, we're at approximately 19,000 folks. We're approximately 48 per cent of the total Army strength," said BGen Woiden, a proud reservist for over 35 years.

IN YOUR COMMUNITY

"The beauty is they're (reservists) all across the country in small and large communities. Sometimes you don't know who your local reservists are; it's all citizens from different walks of life."

Reservists make up 123 units in 117 communities across the country.

"They're citizen soldiers; they're active within the community, and have a tendency to give. Especially the ones who stay in the Reserves, many of them are very prominent within their communities because they can handle more than one thing," explained BGen Woiden.

KEEPING THE RESERVES SUSTAINABLE

The Army is conducting a thorough review of training that includes a detailed look at the Army Reserve. The amount of time the reservists are asked to train is being assessed in order to achieve a reasonable work-life balance.

"Between civilian life and Reserves or military life, it's our challenge to find a sustainable work commitment that's able to provide what we need on the force generation side of the house," said BGen Woiden.

Reservists are part-time soldiers; a commitment of roughly four evenings and one weekend a month, as well as various training sessions throughout their careers.

The goal for Reserve training is to deliver it in manageable amounts, usually through courses of no more than two or three weeks in duration. Once or twice during his or her career, a reservist may have to take courses that run longer. For the reservists' civilian employers, military training is a bonus.

"There is a benefit to the employer, they are getting a highly trained, experienced individual and those skill sets are transferable," BGen Woiden points out.

The Canadian Forces Liaison Council (CFLC) is a group of volunteer civilian employers that looks at issues such as soldiers getting time off work for training and deployment. The CFLC works with business and industry to establish military leave policies that are clearly defined between reservists and their civilian employers. BGen Woiden depends on them to be a direct line of communication between the worlds of business and industry and the Army.

POST-AFGHANISTAN ERA

BGen Woiden says the goal is sustainability. "Retain the soldier once you've got them trained. Allow them to progress, be leaders, take on more responsibility, and in many cases provide that benefit back into the community."

"We need to be viable, sustainable, and relevant as we transition from deployment on operations like Afghanistan," said BGen Woiden. "We need to ensure the force generation base in the Army Reserve is robust and capable of providing the training and personnel required for operations; whether that's domestic or expeditionary."

Many reservists deployed to Afghanistan; more than 4,200 over the 12 years of the Afghan missions.

"Those that went to Afghanistan volunteered. They took time off from their civilian occupation or their families to be part of an integrated Army operation," noted BGen Woiden. "Part of it is to keep them in, to challenge them. They've gone off and now we need to take that experience level they've gained and impart it to the Reserve Force and the Army as a whole."

COLLECTIVE TRAINING

Sovereignty operations in the North are an important part of the current Army Reserve mission.

"The road to high readiness cycle including 12 months on, 24 months reconstitution phase, now is focused on sovereignty in the North," said BGen Woiden.

Operations NUNALIVUT and NANOOK are Regular Force sovereignty operations that take place in conjunction with Arctic Response Company Groups, which are staffed by reservists.

As well, there are many local training exercises throughout the year for Reserve units and brigades.

Collective training beyond sovereignty operations is also important. Exercise MAPLE RESOLVE is one of the largest and most intensive collective training exercises of the year. The biggest value of collective training is experience in interoperability, making Reserve soldiers familiar with operations, communications, command and control together with their Regular Force counterparts. ♣

"Those that went to Afghanistan volunteered. They took time off from their civilian occupation or their families to be part of an integrated Army operation." — BGen Kelly Woiden.

BGen Kelly Woiden, Director General Land Reserve, at his desk in Canadian Army headquarters in Ottawa.

BGen Kelly Woiden, Director General Land Reserve; BGen Nicolas Eldaoud, Commander 5th Canadian Division and CWO Jules Moreau, Canadian Army Doctrine and Training Centre Sergeant-Major at a recent Canadian Army Council in Ottawa.

NCMPDD CELEBRATES 10 YEARS OF SERVICE

CWO Cantin (left), Cdr Lahaie, CPO1 Denis and CWO Tremblay celebrate the NCMPDD 10 year anniversary.

Military and civilian personnel of the Non-Commissioned Members Professional Development Division (NCMPDD), a division of the Canadian Forces Leadership and Recruit School, celebrated their ten^th^ anniversary on April 14.

In its 10 years of existence, the NCMPDD has contributed to NCM professional development, enabling more than 13,000 NCMs to complete one or more of its programs.

Established in 2003 as a unit of the Canadian Defence Academy, the NCMPDD conducts training for non-commissioned members (NCMs) of all CAF elements. The NCMPDD originally gave only one course, the Intermediate Leadership Qualification, which was designed for potential candidates for promotion to petty officer, 1st class or warrant officer.

The NCMPDD has evolved over the past decade, however, and taken on new responsibilities. Comprising 32 military members and 16 civilians, it now offers the following four programs, which cover Development Periods three to five of the NCM professional development system:

- the Intermediate Leadership Program;
- the Advanced Leadership Program;
- the Senior Leadership Program;
- the Senior Appointment Program.

NCMs have the opportunity to study topics such as military history, political science, international relations, ethics, group management, and military justice, as well as honing their critical thinking and written and oral communication skills. Supervised by a group of civilian and military instructors, the training provided by the NCMPDD is designed to equip NCMs with the knowledge and skills they need to effectively fulfil their duties.

"NCM professional development through instruction is the cornerstone of the profession of arms in a context where NCMs are – and will increasingly be – called on to advise and support officers at the operational and strategic level," says Petty Officer, 1st Class Jean Denis, the director of the NCMPDD. ♣

LEGAL OFFICER RECEIVES RARE HONOUR

Colonel Pat Gleeson, the Deputy Judge Advocate General/Operations, was working one afternoon early December 2013, when his telephone rang. The call could have been with reference to a legal issue arising from any of the Canadian Armed Forces' (CAF) ongoing operations. Instead it was Peter MacKay, Minister of Justice calling.

"Hearing from the Minister of Justice is unusual," said Col Gleeson. "As military lawyers, we are members of the CAF, not employees of the Department of Justice."

Minister MacKay explained that he wanted to include Col Gleeson's name in a short list of federal lawyers he was recommending to receive the honour of a Queen's Counsel appointment. An appointment as a Queen's Counsel or "Q.C." is a rare honour and is given to lawyers as recognition of their exemplary service and professional eminence.

Col Gleeson later learned that he was in fact selected to receive the Queen's Council honour and his name was included in the list along with seven federal lawyers appointed.

"To receive this honour from the federal government is humbling," said Col Gleeson. "That a member of the Office of the Judge Advocate General received this dignity is also recognition by the Minister of Justice and the Government of Canada of the significant role played by legal officers in providing independent, operationally focussed, solution oriented legal advice and services across the full spectrum of military law."

Col Gleeson was formally invested with this honour at a ceremony held in March. "The people receiving this designation have conducted themselves in the finest tradition of the legal profession," said Minister MacKay at the ceremony.

Defence Minister Rob Nicholson, also present, stated that Col Gleeson's work over the last 20 years merited such prestigious recognition.

Col Gleeson is well-known among his colleagues for his significant work on the modernization of the military justice system and his operational law expertise.

Reflecting on this honour being bestowed upon a member of the CAF's Legal Branch, Major-General Blaise Cathcart, Judge Advocate General, expressed that this appointment reflects the quality of military legal advisors and highlights the significant role of legal officers in the wider Canadian legal community.

PHOTO: Department of Justice

Defence Minister Rob Nicholson (left), Col Pat Gleeson, and the Minister of Justice, Peter MacKay at the Queen's Counsel appointment ceremony.

"To receive this honour from the federal government is humbling."

- Col Pat Gleeson

As a Queen's Counsel, does Col Gleeson expect a call from the Queen asking for legal advice? "Unlikely," laughs Col Gleeson. "However, Her Majesty did recently accept a royal appointment as the Colonel-in-Chief of the CAF's Legal Branch, so you never know!"

The history of Queen's Counsel appointments goes back to the first such appointment by Queen Elizabeth I in 1596. For over 400 years, this honour has been granted to deserving lawyers and continues to be granted across Canada and the Commonwealth to this day. ◆

With the winter weather finally behind us, the Defence Team is springing with announcements.

April 1

90th Anniversary of the Royal Canadian Air Force

"Canadian aviators have been recognized for their illustrious service as far back as the First World War, when they were heralded within the Royal Flying Corps for their outstanding bravery. On April 1, 1924, the Canadian Air Force formally became the Royal Canadian Air Force, and a permanent component of Canada's Defence forces," said Defence Minister Rob Nicholson.

April 3

HMCS *Regina* Disrupts Narcotics at Sea

HMCS *Regina* successfully disrupted a narcotics shipment during a patrol in her designated area of operations in the Indian Ocean on March 31, as part of Operation ARTEMIS.

April 7

Major investment in facilities for CAF members in Halifax

Defence Minister Rob Nicholson announced the start of construction work for two new military facilities in the Halifax area. These infrastructure projects are worth $208.6 million, and are expected to generate an estimated 380 jobs in Atlantic Canada.

Navy return from Op CARIBBE

HMC Ships *Nanaimo* and *Whitehorse* returned from a five-week successful deployment on Operation CARIBBE. They were part of the Canadian Armed Forces' (CAF) participation in the multinational campaign against illicit trafficking by transnational organized crime in the Caribbean basin and the eastern Pacific Ocean.

April 17

Defence Minister announces new military judge

Defence Minister Nicholson, announced the appointment of Commander Martin Pelletier as a new military judge, effective immediately. Cdr Pelletier was appointed following a process that included an assessment of eligible candidates by an independent committee administered by the Commissioner for Federal Judicial Affairs. Once appointed, military judges may remain in office up to age 60, and may only be removed by the Governor in Council upon the recommendation of an independent Military Judges Inquiry Committee.

Afghan Memorial Vigil

The Afghanistan Memorial Vigil is travelling across Canada and the US from May 3 to October 26. The cenotaph made up of the original plaques from the Kandahar Air Field memorial. The memorial structure was for Canadian soldiers to commemorate their fallen comrades while deployed in Afghanistan. The rest of the cenotaph is housed in a warehouse in Ottawa awaiting decision for a permanent home.

Chair of the Military Complaints Commission gets Extended Term

Mr. Stannard has held the position of chairperson since his appointment on May 14, 2010, and has been a member of the MPCC since September 12, 2007.

Minister Nicholson, announced the reappointment of Glenn Stannard as the Chairperson of the Military Police Complaints Commission (MPCC), for a one-year term, effective May 13.

April 23

CAF member dies while off-duty in Tanzania

A member of HMCS *Regina* died in hospital in Tanzania on April 21. The crewman was en route to Canada for a scheduled leave period from the ship, which is currently sailing in the Indian Ocean. The circumstances surrounding this death are unknown at this time.

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

CORPORAL MICHAEL MORSE

INFANTRY DRUMMER STICKS IT WITH STYLE AT 2nd BATTALION, ROYAL CANADIAN REGIMENT

"I didn't grow up around the Army, so when I joined, my family was angry," recalls Corporal Michael Morse of Kilo Company, Pipes and Drums Platoon, 2nd Battalion, The Royal Canadian Regiment (RCR). "But now that I'm a 'Royal' and a battalion drummer, it was the best decision I ever made and Mom is so proud."

Raised in the rustic Eastern Townships in Sutton, Quebec, Cpl Morse is a soldier with two jobs: A trained infantryman who graduated at the top of his battle school class and a drummer with 2 RCR pipes and drums at CFB Gagetown. "I didn't grow up around music and didn't know anything about pipes or drums," he recalls.

As a quick-thinking infantry soldier, it never occurred to Cpl Morse that he'd ever wear a kilt and carry an 11 kg drum in his military career.

Yet that's exactly what he does today. And his "welcome to the band" inauguration was an inauspicious affair that would warm any recruiting sergeant's cunning heart.

"When I reported to Hotel Company four years ago, most of the guys had been tasked out for the summer. The sergeant said there wasn't going to be much happening in the company but the Pipes and Drums platoon was short. When I said I was interested but only if I could return to Hotel, the sergeant said 'Sure thing Morse.' Well, next thing I know, I'm handed my blue card (an administrative form) and ordered to report to the band. I said 'Wait a minute! You told me I could try it out for a few days!' 'You're clearing outta here and going to the band for the next three years Morse... enjoy those pipes.'"

The pipes and drums of 2 RCR trace their origins to The Black Watch (Royal Highland Regiment) of Canada. Prior to the passage of the *Canadian Forces Reorganization Act* in 1968, two Regular Force battalions of The Black Watch each had a pipe band. The ranks were filled with champion pipers and drummers who soldiered as hard as they played. When the pride of the Black Watch family was reduced to nil strength on the regular order of battle in 1970, both battalions were merged and absorbed into 2 RCR, including the pipes and drums whose operational and musical roles were world-renowned.

"I'm proud to say I'm a Royal, a soldier and a drummer," says Cpl Morse. "The history of pipers and drummers is amazing. They were always on the front lines, ahead of the infantry, leading soldiers across the battlefield."

But it wasn't a musical walk in the park for Cpl Morse in the early days.

"I couldn't read music and hold the drum sticks, but I'm a perfectionist and worked my butt off six hours a day practising rudiments on a drum pad. It was hard, a lot harder than it looked but I had a goal: to get on parade with the pipes and drums and play for our guys."

Pipe bands in the Canadian military music family inherited a combat tradition that differs from the brass band world. It proudly stands on the historical record as hundreds of Canadian pipers and drummers served on the front lines from Italy, France, Belgium, the Netherlands and most recently, in Afghanistan where one piper, Cpl Ryan Pagnacco, was severely wounded during Op MEDUSA with 1 RCR Battle Group. Dozens of his colleagues, pipers from all ranks of the CAF, served proudly with Task Force Afghanistan fulfilling their operational roles, then picking up their pipes to play laments for fallen comrades during ramp ceremonies.

"We're soldiers first and pipers and drummers second," Cpl Morse proudly states. "Because we're part of Kilo company, which is a support company, we're given the time to work on our music but we're called on to help support and augment Reconnaissance platoon and sniper platoon during exercises and other training opportunities when they are undermanned. But we also run the ranges acting as Range Safety Officers and some days we're called in to do LAV (light armoured vehicles) maintenance. We've got some of the most experienced and longest serving soldiers right here in the band."

Fulfilling his infantry role, Cpl Morse deployed overseas with Op Attention in 2012, acting as an Up-Armoured HumVee mentor for eight months. "I wanted to deploy since that's why I joined; I learned a lot overseas, working with the Afghan National Army, but I didn't do a lot of drum practise there."

Cpl Morse recalls his first parade: "I'd been at it for six months, I'd memorized the Army manual of drum music in three and finally got to play in public with the band. I was nervous and had huge butterflies in my stomach. I didn't want to mess it up but knew that if I followed my master corporal's lead, everything would go alright."

Cpl Morse hasn't looked back and neither has the band.

Cpl Morse, the soldier with two jobs, continues to serve in his dual role in the *Canada First* Defence Strategy as an infantry corporal and as a drummer with his battalion standing by on high-readiness in the event of a national emergency.

"I can't believe it's been four years, I'm so happy with my job. I love being in the pipe band and being a soldier. The guys are like family to me, always looking out for each other. We're proud of the regiment and we work hard to maintain the standard of music, dress and deportment. And I'll tell you, I'd rather wear my regimental kilt any day over the DEU (dress environmental uniform). If I'd known pipes and drums existed when I was a kid, I would have been all over it but, at least I'm here now." ◆

Cpl Michael Morse refines drum rudiments on his practise pad from 2 RCR band room at CFB Gagetown.

PHOTO: Cpl Alex Panetteau

SUPPORTING OPERATIONS THROUGH SPACE

The importance of the Canadian Space Operations Centre (CANSpOC) is to create a common operating picture with the Canadian Armed Forces – the data they collect can be used to support operations around the world, says Major James Pottage, director of Space Operations for the Canadian Space Operations Cell.

The CANSpOC has become integral to supporting Canadian Armed Forces (CAF) operations in just 18 months since it was stood up.

CANSPOC'S ABILITIES

The centre has a 24-hour watch of the Canadian Space Operations Cell. It features a systems tool kit consisting of software that allows CANSpOC to monitor satellites in space. They can model space wrecks from other satellites, or inform CAF members deployed on operations when global satellites will not be available in certain regions due to space weather.

CANSpOC can also inform operations on their global positioning system (GPS) accuracy, a function often used by the Canadian Armed Forces. "We can provide notification of when the vehicle is going to or may have issues based on the solar weather," said Maj John Moore, Director of Space Operations Support for the Canadian Space Operations Centre.

Upon learning of decreased accuracy in an area through models, CANSpOC can inform assets in a particular region that their GPS capabilities will be reduced for a period of time.

BENEFITTING CAF OPERATIONS WORLDWIDE

Last year, a model identified decreased GPS accuracy in the Beaufort Sea, located north of the Northwest Territories. CANSpOC was able to communicate to Royal Canadian Navy ships in the area that their accuracy would be diminished for a period of time, demonstrating how CANSpOC can benefit CAF operations by enabling a common operating picture.

This can be done for all operations worldwide, including search and rescue, as well as satellite communications. "All of our search and rescue assets, whether they are seaborne or airborne, require GPS," said Maj Moore. "We can tell them if their accuracy is going to be diminished or not."

Using satellites in space to support operations involves risk. It is a congested environment that includes space assets of many countries. If satellites stop functioning due to space weather or from collisions between a satellite and other objects, support may be lost. CANSpOC mitigates this with several backups in order to minimize risks on an operational level as much as possible.

Before the cell was created, there was no way to get information about space activity on a daily basis. CANSpOC previously relied on allied forces for necessary information. Now they can actively communicate with other users in the Canadian military as to how space capabilities can be leveraged for the CAF.

URSA

For example, a space capability that can be leveraged is the Unclassified Remote-sensing Situational Awareness (URSA) system. It allows unclassified imagery of theatre operations to be downloaded from selected satellites to ground stations. Originally, if the satellite was not over Canada, it had to be down-linked to a site that could be hours away before being processed and sent back.

Under URSA, the image can be processed and down-linked all at once to a ground station. As the images are unclassified, they can be shared with our allied partners if needed. "It becomes immediately available for processing and an image analyst 30 minutes later can take the image to the commander. If they don't do it that way it could be hours," said Maj Pottage.

CANSPOC TRAINING

Moving forward, the challenge facing CANSpOC is training new personnel. There is a steep learning curve that requires six to nine months of training. The goal is to train incoming personnel in the coming months so the centre can have a greater focus on operations and education.

The Joint Space Support Team, two teams of two people, will be able to take their space experience and supply it to field commanders and will be able to educate brigades in all regions on space capabilities that will benefit their specific operations.

Last year, the Joint Space Support Team participated in exercises as observers. After the team secures equipment, they hope to fully integrate the team into joint exercises this fall or next spring. "[We want to] integrate ourselves into their operations so it is more Army, Navy, Air Force and truly becomes joint," said Maj Moore.

The Canadian Space Operations Centre consists of 16 personnel and will grow to 24 this summer. When all personnel are up-to-date on training and the necessary equipment is procured by next spring, CANSpOC will be in a better position to provide round-the-clock space domain awareness to CAF personnel deployed around the world. ◆

"We can provide notification of when the vehicle is going to or may have [GPS] issues based on the solar weather."
— Maj John Moore, director of Space Operations Support, CANSpOC

2013 – The ground antenna allows URSA operators to download high bandwidth imagery directly from commercial imagery satellites.

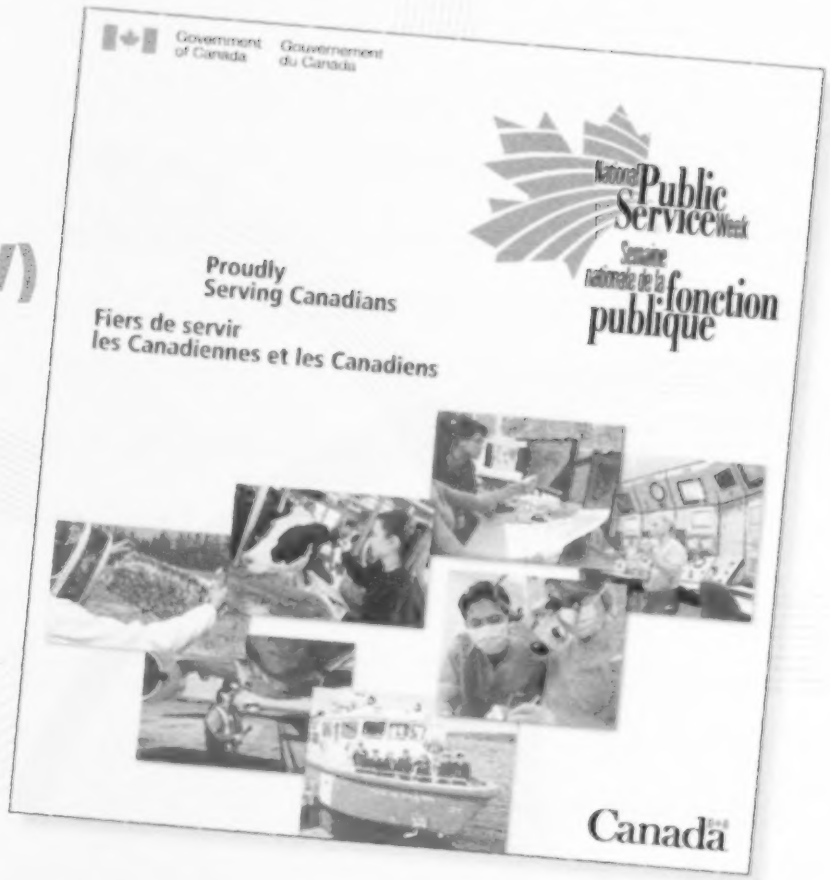
2013 – An URSA shelter, made up of operation area and a server room, contains all equipment used to communicate with satellite systems.

PHOTOS: Canadian Armed Forces

NATIONAL PUBLIC SERVICE WEEK (NPSW) takes place June 15-21

The theme of this year's NPSW is "Proudly Serving Canadians". How do you proudly serve Canadians?

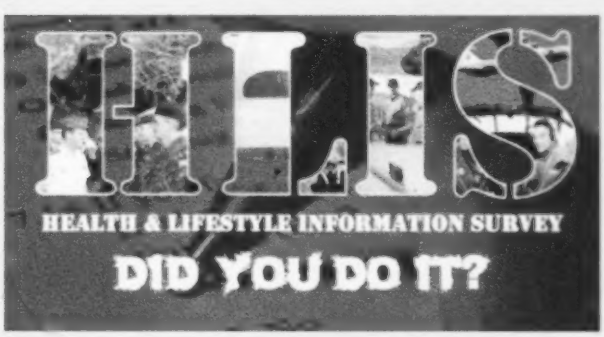
Submit your thoughts to the +Internal Communications internes@ ADM(PA)@Ottawa-Hull.
Your comments could be used for possible publication in *The Maple Leaf's* June NPSW coverage.


Government of Canada
Gouvernement du Canada
National Public Service Week
Semaine nationale de la fonction publique
Proudly Serving Canadians
Fiers de servir les Canadiennes et les Canadiens
Canada

Health and lifestyle survey helps all CAF members

The Canadian Armed Forces would like you to fill out the Health and Lifestyle Information Survey. By participating, you will help build the blueprint for health policies and programs of the future.

Although the survey takes about an hour to complete, the Surgeon General needs your important feedback to make decisions on various health programs and policies. The study looks at all aspects of your health, be it physical, mental, and all areas in between. If you have been chosen to participate in the study, please take the time to fill it out.



FINDING A SCHOOL IN THE OFFICIAL LANGUAGE OF YOUR CHOICE

It's posting season! As a Canadian Armed Forces (CAF) member and a parent, you may be wondering where you will be posted and which school your children should attend. There are resources available to help you find French-language schools outside Quebec and English-language schools in Quebec.

The Education en langue française au Canada (FLF) site, at **http://flf-canada.cafen**, and the Quebec English School Boards Association (QESBA) website at **www.qesba.qc.ca** can help you quickly find schools across Canada.

FRENCH OUTSIDE QUEBEC

Regardless of where you are posted, you have a good chance of finding a French-language school. The network of French-language schools outside Quebec consists of 28 school boards all across the country. There are over 630 elementary and secondary schools, with nearly 150,000 students.

On the FLF website, you can get lists of French-language educational institutions, including daycares, elementary schools, secondary schools, postsecondary institutions, continuing education and adult education. To do this, select a level of schooling and enter your postal code in the site's search engine.

ENGLISH IN QUEBEC

Quebec has nine English-language school boards, with over 300 educational institutions. The QESBA website enables you to find English-language elementary and secondary schools in different parts of Quebec. Simply choose a school board for a full list of schools in a given region.

As a CAF member, you also have access to the information and support offered by the Military Family Resource Centres. You can also dial 1-800-866-4546 at any time to speak to a Family Information Line counsellor, or visit **www.familyforce.ca**.

RCAF introduces innovative small arms weapons training

As part of Defence Renewal announced in October 2013, the Defence Team is embarking upon a series of business process renewal initiatives, and the savings and efficiencies will be invested back into front line operations. Under Defence Renewal, the RCAF has been examining its programs to implement an optimal mix of live and virtual training. The new RCAF Small Arms Training System is an example of such an initiative.

Maintaining small arms qualifications has always been challenging for the Royal Canadian Air Force (RCAF) due to the limited availability of live fire ranges and trained personnel as well as Canada's often inclement weather.

It was clear that improvements needed to be made in how the training was delivered and to increase the number of personnel who achieve their annual small arms qualification. The RCAF has found a solution in innovative simulation technologies.

"The RCAF will now adopt a blended strategy for annual small arms training. Our airmen and airwomen will qualify annually by completing a weapon familiarization portion online and then move on to a small arms simulator to achieve their annual qualification. However, anyone who is scheduled to deploy during the year will fire weapons on a live-firing range before their deployment," explained Colonel Colin Keiver, director of air simulation and training within the RCAF headquarters staff.

Photo: Maggitt

The RCAF is adopting a blended strategy for annual small arms training that combines online familiarization training and training in a small arms simulator, such as this one.

"This will improve the number of personnel who are trained annually, reduce the impact on the environment, and reduce overall costs without diminishing the standard for this essential training."

A new training solution

1 Canadian Air Division Readiness Training Flight, located at 8 Wing Trenton, determined that a solution that blended electronic, simulated and live training had the potential to generate substantial savings.

A more in-depth study by Defence Research and Development Canada (DRDC) considered more detailed cost items, such as personnel throughput, food, ammunition usage and transport requirements. This study confirmed the first evaluation and determined that the RCAF could improve the number of personnel it qualified and save more than $1.3 million annually.

The new RCAF Small Arms Training System, a virtual training system, will pay for itself in approximately four years and, over a 20-year span, has the potential to save the Canadian tax payer more than $30 million.

The road to improved small arms training began with the development of electronic learning virtual task trainer models of the C7A2 rifle and the Browning 9 mm pistol by NGRAIN, a Vancouver company.

These models were transformed into computerized lessons and incorporated into the Air Force Integrated Information Learning Environment (AFIILE) – a web-based initiative that combines traditional instruction with e-learning and virtual environments. AFIILE gives all RCAF members the ability to familiarize themselves with the weapons using the internet or National Defence intranet.

The project's second phase involved determining which weapon simulation system would improve the delivery of training.

The RCAF conducted an option analysis and found out that National Defence's Materiel group was in the process of upgrading more than 160 small arms training systems on behalf of the Canadian Army. Collaboration with the Army made good sense from a cost perspective and provided common simulators for weapons training across the Canadian Armed Forces.

Small arms training simulators

As a result of the analysis, the RCAF purchased small arms training simulators from Meggitt Training Systems Canada, based in Montreal.

The company will install the simulators and be responsible for service support and training the operators of the equipment.

"The research and staff work required to determine a viable solution was laborious, but extremely interesting," said Col. Keiver.

"RCAF personnel got a first-hand look at the most innovative technologies on the market today. The real pay-off comes in knowing that everyone involved in this project has contributed to better training for our personnel who may deploy into harm's way around the world."

As a result of this project, RCAF members will soon see state-of-the-art small arms training 'gaming' consoles coming soon to RCAF wings across Canada. ♦

CANADIAN CASUALTY SUPPORT TEAM ENDS LRMC MISSION

When wounded warriors from the US are lowered from the ambulance bus to a team of military providers at Landstuhl Regional Medical Center (LRMC), Germany, seeing a familiar unit patch worn by liaison officers from their command is always a welcomed sight.

It's been the same for Canadian soldiers seeing the red maple leaf worn by members of the Canadian Armed Forces Casualty Support Team (CST) who served at LRMC from 2006 until the closing ceremony on March 20. The ceremony coincided with the end of Canada's military mission in Afghanistan. The CST served the almost 400 Canadian wounded warriors treated at LRMC.

"Myself, as well as all of the liaison nurses that have preceded me, have been very honoured to work with such a high caliber of physicians, nurses and support personnel," said 1st Lieutenant Kelsey E.N. Penner, an aeromedical evacuation nursing liaison officer (AENLO).

LRMC Commander Colonel Judith Lee paid tribute to the important role the CST played in providing support to their fellow Canadians. "There is no greater sight when you're a casualty than to see someone in your own uniform."

TEAM NUMBERS

At its peak, the Casualty Support Team consisted of eight multidisciplinary members including a commanding officer, nurses (including specialists in aeromedical evacuation), a medical technician, a chaplain, an administrative officer and clerk, and a technician specializing in IT systems. The team was responsible for liaison with US medical personnel, facilitation of evacuation back to Canada or return to theatre, and personalized support to casualties and their families while at LRMC.

Canadians were one of 55 coalition forces treated at LRMC, and the maple leaf became a common sight on the distinctive uniforms worn by Canadian staff. Canadian flags were also displayed outside patient rooms.

THE REQUIREMENTS

As hostile operations increased, so did the number of Canadian casualties. A sustainable patient evacuation plan was required, and the US government signed an agreement to provide aeromedical evacuation to LRMC. Canadian patients were transported by the US Air Force to LRMC where they received definitive surgical care while awaiting transportation back home through the Canadian Aeromedical Evacuation System.

It was quickly determined that a patient liaison element was required at LRMC. Medical and nursing staff from the CAF medical unit located in Geilenkirchen, Germany were assigned to the task. However, as casualties continued to increase, it was determined that this arrangement was not sustainable, and in February 2006 the first Canadian AENLO was deployed to Landstuhl.

The team worked out of transient office space at LRMC and the nearby Ramstein Air Base. In the spring of 2008, the Canadian government installed an office trailer on space provided by LRMC facilities. The liaison nurses were granted access to US clinical systems which were instrumental in providing medical reports back to Canada. Additionally, this allowed the nurses to print electronic health records and scan them into Canadian systems. A Canadian medical technician was embedded with the 86th CASF at Ramstein Air Base, and this unit provided outstanding support to outbound Canadian AE missions.

CANADIAN WITHDRAWAL

As Canada began withdrawing from Kandahar in 2011, the CST downsized to reflect a decrease in Canadian casualties. In the meantime, CST personnel increased their contribution to LRMC operations, volunteering their time in clinical areas, as well as with the American Red Cross, LRMC Trauma Program, Fisher House, Wounded Warrior Project, and the 86th CASF, all in the hopes of "giving back" to the community for their tremendous support.

Photo: Chuck Roberts, U.S. Army

A Canadian chaplain speaks with a patient being unloaded from an ambulance bus at Landstuhl Regional Medical Center, Germany in 2009.

The Canadian flag in Kabul was lowered on March 12 and the final CAF personnel returned home on March 18. Although there will no longer be full-time personnel deployed to LRMC, Canada will maintain a presence there. The physical infrastructure of the office trailer will be maintained by personnel from the Canadian Operational Support Hub (Europe) located in Cologne, Germany, and medical liaison responsibility will return to the clinic in Geilenkirchen.

This arrangement will allow Canada to continue to provide support to patients from various operations throughout the world. The CST will transition to "Caretaker Status" and will maintain the ability to be reactivated on short notice in response to future needs. ♦

- Chuck Roberts, Landstuhl Regional Medical Center Public Affairs

CHALLENGE MOTIVATED PARTICIPANT TO SET HEALTHY GOALS

As the CFB Halifax Health Promotion Services team prepares to launch the 3rd Annual CAF Health and Wellness Challenge, we decided to check in with one of last year's participants Burnley Bertolo, base Logistics to see what, if any, impact the challenge had on his health and well-being.

Since the challenge ended Mr. Bertolo has been busy pushing himself to achieve his goals. "Weight management is certainly one. I have never been very heavy, but I have dropped about eight pounds [3 kg] and have kept it off. Another achievement is getting a part-time job at Cyclone group fitness where I teach spin classes. My lifestyle change is supported by being around like-minded people along with opportunities I have in helping others reach their goals. I find this quite motivating."

Mr. Bertolo credits his sixth place finish at the Craig Blake Challenge as his greatest fitness achievement this past year due. Hard work and dedication helped him improve his swimming. So what else has influenced and motivated him?

Burnley Bertolo, BLog
2013 CAF Health & Wellness Challenge Participant

Q. Has your behaviour influenced family, friends, or others in your workplace?

A. I think the main person I may have influenced in a small way is my son. He is learning from my example with the food we try to eat. I always let him make the choices, but I will also advise him whether or not it is a good one. Other than when I am teaching classes or my occasional Facebook posts on what I'm doing, I think it is really a personal choice that each person has to make. You can bring a horse to water, but to get them to drink is another story.

Q. Did the CAF Health and Wellness Challenge motivate you to get started on a healthy lifestyle?

A. I've always been active, but I noticed some of the actions such as reading grocery store labels have stuck with me from having taken part in the challenge last year.

Q. What advice would you have for someone trying to make a healthy behaviour change?

A. I believe that an active lifestyle change comes down to 20 percent fitness and 80 percent diet. Get a grip on what you are ingesting, because I believe you cannot out-exercise a bad diet. I explain it this way. I don't necessarily like to drink a lot of water, but once I researched the benefits of it, it seems very unhealthy not to. If you want to get the best out of your performance and health, drink a lot of water every day.

Q. What would you suggest for people who are experiencing obstacles to meeting their goals?

A. First, purge your house of all the high-sugar/junky-type foods. At that point, it all starts at the grocery store. If you don't buy those unhealthy foods in the first place, then you won't have them in your house to eat when you are looking through the cupboards.

Q. Why should someone sign up for this year's CAF Health and Wellness Challenge?

A. For a couple of reasons. First, it will allow you to take stock of what you are already doing right and wrong. Second, I believe that knowledge is power. From participating in the challenge, you may learn some tips to keep you on the right track.

Q. Who are your supporters and how valuable are they?

A. My mom has been my greatest supporter along with my girlfriend. They demonstrate this by attending the classes that I teach.

Q. What has motivated you on the journey to a healthier lifestyle?

A. The way I see it, you are making an investment in yourself. If you do it right, you will be healthier longer and your quality of life will improve. I'm also motivated by competition. This spring and summer, I will be participating in the Bluenose half marathon, Cabot Trail Relay, the Spartan Race, and Prison Break Race to name a few events.

Q. Do you have role-models and do you see yourself as a role model for your family and co-workers?

A. I would consider a good friend of mine, POI Elvis Pye, as someone who is a good role model for health and fitness. We regularly do fitness activities together such as skiing in the winter and baseball in the summer. In addition to this, I believe we are setting good examples and being great role models for our sons.

For more information about the CAF Health and Wellness Challenge and how you can register to kick-start or enhance your healthy lifestyle behaviours, contact your local *Strengthening the Forces* Health Promotion Services team. ◆

ASK THE EXPERT

What the heck is a Fitness Tracker?

Q: My current job has me sitting at a desk most of the day and I am concerned all this inactivity isn't good for my health. The other day, in an effort to monitor my activity levels, I tried to buy a pedometer and the lady at the counter told me that I should buy a fitness tracker instead. At the risk of sounding like a technological dinosaur, could you tell me what the heck is a fitness tracker?

Thanks, MWO Rex

A: Dear MWO Rex:

Over the last 20 years, researchers have become aware that one of the greatest risk factors to your health is inactivity. Sedentary jobs, TV, video games and surfing the internet all conspire to rob your body of the daily activity it needs. Recognizing the importance of encouraging people to be more physically active, companies have produced a wide variety of devices specifically designed to help people keep track of their fitness training and activity levels. One of the most common examples of these types of products is the pedometer.

Fitness trackers are one of the latest moves towards wearable fitness technology. Depending on the product, these wireless devices help you keep track of a variety of things including: number of steps you have taken, distance travelled, number of calories burned, minutes of daily activity, heart rate, your elevation, how long you slept and even how well you slept. To get access to this data, they all synchronize automatically with your computer or select bluetooth smart ready devices.

There are several different types of these devices and some come as wrist or ankle bracelets while others clip on to your belt, pocket or bra. Depending on the product, fitness trackers can measure your activity levels while you walk, run, cycle and even swim. Many people find using these devices motivates them to be more active throughout their day. This is very helpful in terms of promoting health and wellness.

The bottom line is that while fitness trackers may be helpful tools to get off your butt and become more active, they won't actually lace up your running shoes and get you out the door. You need to do that part on your own.

— Dr. Darrell Menard

Response provided by specialists in the Directorate of Force Health Protection.

Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.

KEEPING THE DEFENCE TEAM HEALTHY

CANADA'S VICTORIA CROSS SERIES

For gallantry in war, Canadians are second to no one. The Victoria Cross, the Commonwealth's highest award for gallantry, has been awarded to 81 members of Canada's armed forces. The Maple Leaf *is showcasing the incredible feats of First World War commanding officer Lieutenant-Colonel Cyrus Peck of the 16th Battalion (Canadian Scottish).*

Born and raised in Hopewell Hill, New Brunswick on April 26 1871, Cyrus Wesley Peck moved to British Columbia with his parents when he was 16 years old. LCol Peck exhibited a keen interest in the army at a young age. His military career was unusual on many levels although his experiences, within and without the army, reflected the extraordinary times in which he lived.

A member of the Canadian militia in the closing decade of the 19th century, LCol Peck volunteered for service during the Boer War but was sidelined by the chain of command. He was forced to read about the war and the actions of the Canadians in South Africa from the home front.

When the First World War began, Cyrus Peck, at age 43, enlisted in the 30th Infantry Battalion, Canadian Expeditionary Force (C.E.F.). He received a captain's commission. Promoted to major, he transferred to the Canadian-Scottish (the 16th Battalion) in April 1915 and went into action in the Western theatre shortly after that.

For the next three years, LCol Peck's combat record was remarkable. As well as earning the Victoria Cross, he received the Distinguished Service Order, was mentioned in dispatches five times, and wounded twice.

In November 1916, LCol Peck took command of the 16th and in this role he would become a legend in Canadian military history. But the legend wasn't solely connected to his Victoria Cross.

It was about this time that LCol Peck resurrected the tradition of pipers playing the Jocks (troops) into action. LCol Peck wrote: "When I first proposed to take pipers into action, I met with a great deal of criticism. I persisted, and as I have no Scottish blood in my veins, no one had reason to accuse me of acting from racial prejudices. I believe that the purpose of war is to win victories, and if one can do this better by encouraging certain sentiments and traditions, why shouldn't it be done? The heroic and dramatic effect of a piper stoically playing his way across the modern battlefield, altogether oblivious of danger, has an extraordinary effect on the spirit of his comrades."

A man of extraordinary energy and a wide array of interests, LCol Peck, while serving at the front in 1917, was elected to the House of Commons as the Member of Parliament for Skeena in British Columbia, the first time an MP had been elected in absentia.

LCol Peck received the Victoria Cross for his courageous leadership on September 2, 1918, during the fighting for the Drocourt-Queant Line, near Cagnicourt in France. Witnessing that the advance of his men had been halted by heavy German fire, he raced ahead of his troops and conducted a personal reconnaissance of the enemy position, exposing himself to relentless machine-gun and sniper fire. He then reorganized his battalion and led it under intense fire. Ultimately, his actions paved the way for another battalion to push forward but not before he brought up armored troops with their lumbering tanks, personally directing them to neutralize the enemy positions. It was a remarkable demonstration of a quick thinking combat soldier under extreme circumstances. A month later, LCol Peck was wounded in action by a gas shell which brought his distinguished combat career to a close. He was invalided to England and received the Victoria Cross from King George V at Sandringham on January 26, 1919.

This dynamic officer continued to lead soldiers long after the war ended. Instead of inspiring them in action, LCol Peck promoted their welfare in federal and provincial politics, sitting in the British Columbia Legislature until 1933 where he fought tirelessly for war veterans' pension rights. Between 1936 and 1941, he continued the fight for the Great War veterans when he sat as a member of the Canadian Pensions Commission. He later served two governors-general as aide-de-camp.

LCol Peck died in Sydney, B.C., on September 27, 1956.

Lieutenant-Colonel Cyrus Wesley Peck

CITATION

"For most conspicuous bravery and skilful leading when in attack under intense fire.

His command quickly captured the first objective, but progress to the further objective was held up by enemy machine-gun fire on his right flank.

The situation being critical in the extreme, Colonel Peck pushed forward and made a personal reconnaissance under heavy machine-gun and sniping fire, across a stretch of ground which was heavily swept by fire.

Having reconnoitred the position he returned, reorganized his battalion, and, acting upon the knowledge personally gained, pushed them forward and arranged to protect his flanks. He then went out under the most intense artillery and machine-gun fire, intercepted the Tanks, gave them the necessary directions, pointing out where they were to make for, and thus pave the way for a Canadian Infantry battalion to push forward. To this battalion he subsequently gave requisite support.

His magnificent display of courage and fine qualities of leadership enabled the advance to be continued, although always under heavy artillery and machine-gun fire, and contributed largely to the success of the brigade attack."

London Gazette, November 15, 1918 ♣

BATTLE OF THE ATLANTIC

Each year on the first Sunday in May, Canada and its naval community commemorate those lost at sea in the longest single campaign of the Second World War, the Battle of the Atlantic.

The greatest naval campaign in history initially featured German U-boats and other warships of the Third Reich attacking Allied merchant shipping protected by the Royal Canadian Navy, the Royal Canadian Air Force, the British Royal Navy and the Royal Air Force.

Following the Nazi conquest of Europe, the British Commonwealth stood alone against Germany. The Third Reich was determined to starve the British people into submission by destroying their sea communications and cutting them off from vital overseas supplies from Canada and the United States. Gaining control of the entire coast of Europe, the Germans set out from every harbour and airfield in Western Europe to cut those lifelines.

The crux of the Allied naval strategy was twofold: the blockade of Germany and the need to re-supply Britain.

Yet the six-year run of the naval war came dangerously close to a Nazi victory. In the fall and winter of 1943-44, German U-boat attacks were devastatingly successful and more than 200 ships, predominantly Allied tankers carrying supplies, were sunk within 16 km of the Canadian and American coastlines. By March 1945, the German fleet had 463 boats on patrol, compared to only 27 in 1939.

Similarly, the Royal Canadian Navy began the war with only 13 vessels and 3,000 sailors. By war's end, the RCN boasted 373 fighting ships and over 90,000 personnel.

The Battle of the Atlantic was fought to the bitter end of the Second World War. The German blockade failed, but the Allied victory came at great cost. Thousands of sailors, merchant marines and innocent civilians lost their lives on both sides in the campaign. In materiel terms, 3,500 merchant ships and 175 Allied warships sank while the Nazis lost 783 U-boats. ♣

THE ROYAL 22e REGIMENT HEADS TO THE VATICAN

To mark the 100th anniversary of the creation of the Royal 22e Regiment (R22eR), a delegation from the Regiment will be making a pilgrimage to Rome from May 10 to 17. The visit will commemorate an event that is central to the unit's history, when Pope Pius XII received the R22eR at the Vatican on July 4, 1944, following their participation in the liberation of Italy.

The delegation will have an audience with Pope Francis to bless the Regimental Colours and pay tribute to the soldiers who served and made the ultimate sacrifice. The pilgrimage will also provide grieving families with spiritual support.

The members of the Regimental delegation will visit a number of holy sites in Rome. They will meet the Pope's Swiss Guards and attend a mass celebrated by Cardinal Marc Ouellet, an honorary member of the R22eR. The pilgrims will have the opportunity to live an experience of faith and communion with the universal Church and the Pontiff. A side trip is also planned to visit Casa Berardi where Captain Paul Triquet of the R22eR earned the Victoria Cross during the Second World War.

The R22eR delegation of pilgrims will include some 50 people representing the wider Regimental family: the colonel of the Regiment, officers, non-commissioned officers, non-commissioned members, military spouses, veterans, military chaplains, members of three families who lost loved ones during the Afghanistan mission and the Bishop of the Roman Catholic Military Diocese of Canada. ♣

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

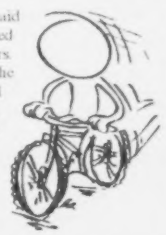
Defence Ethics Programme

Get a Change Room

It is Captain Mark Gregory's first posting to Ottawa. He is excited about the work but dismayed at being issued his first cubicle. Throughout his career, he has been advised that all career-paths transit through Ottawa. As an officer with a lot of field time, he has few if any inhibitions.

Capt Gregory's unit sponsor is Capt Phil Phillip who has been employed in the section for just over two years. Capt Phillip has pulled out all the stops and ensured that every single administrative arrangement has been made for Capt Gregory's arrival. During then walk-around, the captains visit the gym in the basement and then return to the sixth floor via the elevator.

"Phil, so you're telling me that the only change rooms are those located in the gym?" said Capt Gregory. "I plan on running and biking to and from work pretty much every day. Sometimes, I'm gonna want to throw my workout clothes on and split! Seven flights of stairs … or an elevator ride each time we have to change? Well, I'm not going to change in the heads. It's disgusting."



"Yeah, man. It totally sucks," said Capt Phillip. "Plus you aren't supposed to leave your stuff in the gym lockers. There are only so many lockers for the entire building. If we roadrunners all leave our stuff there in the morning, the lockers would be maxed out with nowhere to lock up our junk during lunchtime circuits! But cheer up: there are lockers to hang your stuff up on the sixth floor. Plus, there are conference rooms, and if you're fast …I've perfected the lightning-fast cubicle change. It's the way we military guys (and some of the ladies) roll."

"Phil, this is the first time that I don't have an office with a door to close. Working in a cubicle isn't gonna kill me, but it's going to take a while to get used to," said Capt Gregory.

Weeks later, Capt Gregory is anxious to get going. He has timings to meet: kids from the daycare, dinner to make…. "Phil, get moving! Time is ticking!"

"Be right there," said Capt Phillips as he looks over his three-quarter cubicle walls, and all looks clear. He takes a deep breath and starts to change as fast as he can. Moments later, Josephine, the section's business manager arrives. "Phil, I just ….oh, I did not need to see that Phil … get a grip," she says as she storms off.

Defence Ethics Commentary

What seems like a harmless transgression to some is really an insensitive and unprofessional gesture to the men and women with whom we work. The first principle of the Statement of Defence Ethics is "Respect the Dignity of All Persons." A reasonable person wouldn't consider that changing in an area of the workplace outside a changing room or bathroom was appropriate. Clearly, Capt Phillip is not showing that he "Respects the Dignity of All Persons" in a mixed workplace … men and women, civilian and military. What is right for the field is not necessarily right for the office.

Reader feedback is welcome at: **Ethics-Ethique@CRS DEP@Ottawa-Hull.**

THE IMPORTANCE OF MUSIC IN THE CANADIAN ARMY

LCol Frances Chilton-MacKay orchestrates the Massed Band and Choir Finale during the 2013 Army Ball held at the Hilton Lac-Leamy Hotel in Quebec.

What would it be like if the Army didn't have music at every event? Luckily, no one has to know, thanks to Lieutenant-Colonel Frances Chilton-MacKay.

LCol Chilton-MacKay loves music. She especially loves marching while playing it. Taking an early retirement from being a high school music teacher, LCol Chilton-MacKay became the staff officer of Army Bands for all bands in the Canadian Army. She is also the Director of Music for the Governor General's Foot Guards.

As a young high school student, LCol Chilton-MacKay played clarinet in the marching band. Majoring in music at the University of Toronto, she missed the more regimented side it can bring: the marching. Someone mentioned she should join the military bands, so she did.

"When I joined the band, there weren't very many women. In fact, the members of the band had a vote as to whether they wanted me or not," LCol Chilton-MacKay said. In 2006, she became the director, making her the first woman in the prestigious position. "Becoming a female Director of Music was another sort of barrier to break. It took the regiment some time to get adjusted to the idea of having a female Director of Music."

LCol Chilton-MacKay explains the important history of music in the Army. "From the very beginnings of military … in battle, drums and pipes are used to give commands. The music has a way of soothing, or to help rally the troops. Music conducts emotions."

"In the military you have this sense that you're serving your country, when you're standing out there on parade for Remembrance Day and you're freezing, you're doing it for a purpose. You're bringing music to the military, which is required for every ceremony we have in the military. Without the music, it wouldn't be the same," said LCol Chilton-MacKay.

With the upcoming annual Army Ball, she and her band are diligently practicing one night a week. Every year, the Army Ball has a theme and this year they will be commemorating the beginning of the First World War and the music will reflect that theme. This event is even more special because the band has to perform a march on a small dance floor, leaving them with limited space.

Pin-pointing a favourite memory was impossible for LCol Chilton-MacKay but when asked what music means to her, she replied: "music is a wonderful outlet to express emotions, but for me, there's a mathematical side to it. It allows me to use both sides of my brain. So it's definitely a win-win."

Canadian-Philippines relationship strengthened after disaster

On November 8 2013, Typhoon Haiyan, called Yolanda by the people in the Philippines, wreaked havoc across the country and left many without housing and other essential services.

Members of the Disaster Assistance Response Team (DART) from the 1st Canadian Division deployed five days later as part of Operation RENAISSANCE. DART provided a range of humanitarian assistance services, including water purification, road clearance and medical assistance. Op RENAISSANCE officially ended December 15, 2013, but the friendship it has cemented between Canada and the Philippines will far outlast it.

PHILIPPINE DELEGATION

A delegation of representatives from the Armed Forces and Department of Foreign Affairs of the Philippines came to Canada at the end of March to learn about how the DART contributes to humanitarian support.

"We wanted to learn from the efficiency of the Canadian Armed Forces," explained Lieutenant-Colonel Cesar A. Molina, Assistant Division Chief, Research Development Division for Operations, Philippine Armed Forces. "DART was so smooth, came very prepared, and were self-reliant. We really wanted to learn how they were organized and how they deployed so quickly. We learned a lot about the processes and will consider developing similar processes ourselves."

Major Domingo G. Dulay Jr, Office of the Deputy Chief of Staff for Operations, Philippine Armed Forces, explained what he hoped to learn from Canadian methods.

"We are looking right now at developing our Humanitarian Assistance and Disaster Response (HADR) capabilities. That's why we went to Trenton to look at the equipment being used."

"We learned about high readiness and the Reverse Osmosis Water Purification Unit (ROWPU). We're looking at probably acquiring one," Major Dulay also noted that "with this equipment also comes organizing our units, training them, and developing doctrine."

ROWPU

The ROWPU is an advanced water treatment system capable of purifying any water source found in the world; during Op RENAISSANCE three units were used by DART to purify nearly 500,000 litres of water for distribution.

The delegation visited the Canadian Army Headquarters in Ottawa, Canadian Forces Base Kingston and Canadian Forces Bases Kingston and Trenton among other places.

"In Trenton they have perfected the art of warehouse management: inventory and logistics," said Jesus Domingo, Assistant Secretary, UN and International Organizations, Philippine Department of Foreign Affairs.

RECONSTRUCTION IN THE PHILIPPINES

The delegation described the Canadian Armed Forces (CAF) as partners and highlighted that it was a pleasure to work with them.

"The CAF members listened, rather than opposed. They were part of the solution, not part of the problem," Mr. Domingo emphasized.

The reconstruction process is ongoing in the Philippines. "We are looking at re-establishing and bringing back better, safer homes, schools, infrastructure and livelihoods," Mr. Domingo said.

The delegation noted that one of their national exports is cheerfulness. "The people of the Philippines are still smiling, life must go on … cheerfulness despite hardship," said LCol Molina.

SOLDIERS PUT TAPV THROUGH ITS PACES

The Tactical Armoured Patrol Vehicle (TAPV) , currently in its testing phase, will fulfill a wide variety of roles on the battlefield, including reconnaissance and surveillance, security, command and control, cargo and armoured personnel carrier.

The TAPV will replace the Coyote and the Armoured Patrol Vehicle (RG-31) and complement some of the functions of the G-Wagon. The vehicle is fitted with the first dual remote weapon system in the Army inventory with a 40mm Automatic Grenade Launcher and a 7.62 mm General Purpose Machine Gun.

CAF AND US SOLDIERS TEST TAPV

Approximately 50 soldiers from 2 Canadian Division at CFB Valcartier are testing the TAPV for its Reliability, Availability, Maintainability and Durability (RAMD) attributes. Five pre-production vehicles are being driven in Valcartier over various types of terrain, from paved roads to severe cross-country. This testing has the added benefit of gathering user feedback to ensure the effectiveness of the resulting product. The soldiers at Valcartier are also testing the TAPV's remote weapon system and observation device capabilities.

In addition, Qualification Testing using another pre-production vehicle is underway at US Army Aberdeen Test Centre (ATC) in Aberdeen, Maryland. This testing is to ensure that the TAPV is compliant with the vehicle technical requirements not specifically tested during bid evaluation. Tests are being conducted on TAPV mobility, vehicle characteristics, remote weapons station performance, and human and communications systems integration.

FINAL PRODUCT FEEDBACK

The user feedback from both RAMD and Qualification testing is being collected and analyzed by the TAPV Project Management Office. This user feedback is a critical aspect which has and will continue to further improve the design, performance and maintainability of the final product. For the duration of testing, comments and general feedback from the soldiers and test personnel are being captured on a daily basis.

TAPV testing will continue this spring and summer and vehicle deliveries are currently planned to begin in the fall. The TAPV is scheduled to reach Full Operational Capability in 2016. ♣

The TAPV will fulfill a wide variety of roles on the battlefield, including reconnaissance and surveillance, security, command and control, cargo and armoured personnel carrier.

SELF-CARE DECONTAMINATION: DRDC-Led Program Helps to Improve Psychosocial Supports

You are a first responder. You arrive at the scene where there is a crowd of scared, hurting and anxious people who have been contaminated by a toxic chemical. It is 10°C outside. What should you do?

Typically, you would make sure you are safe and you would tell people to move out of the contamination zone and wait for a Hazardous Materials (HazMat) team to arrive and start the decontamination process. However, research has shown that in many cases it takes a long time for HazMat Teams to arrive and by the time they do, many casualties have left the area and gone to hospitals. Thus, additional persons and places can become contaminated, putting others at risk. Casualties, especially children, faced with the "Darth Vader" appearance of HazMat Teams, have reported nightmares, anxiety, and extended trauma as a result of their encounters with HazMat Teams.

The Simulation, Training, and Exercise Collaboratory (SIMTEC) is a four-year research project exploring ways to reduce psychosocial stressors associated with decontamination. It was undertaken by the Justice Institute of British Columbia (JIBC) in collaboration with Royal Roads University and championed by Health Canada. It is funded by the Canadian Safety and Security Program (CSSP) which is led by Defence Research and Development Canada (DRDC).

EXERCISE GREEN CLOUD

As part of this project, a simulated functional table-top exercise "Exercise Green Cloud," was held on October 1, 2013. The exercise tested the ability of responders in Hospital and Community-based Emergency Operations Centres (EOC's) and an Incident Command Post. It also tested Health Canada's EOC and the Royal Canadian Mounted Police's International Integrated National Security Enforcement Team (INSET)'s ability to implement Self-Care Decontamination Protocols to a Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) event.

Sofia Boerma, participant in the 2013 August Decontamination Drill, is wrapped up in an emergency thermal blanket with the "Decon Doll".

Researchers noted that there was a real gap in bridging the time between when casualties first needed to be decontaminated and when HazMat Teams arrived. Accordingly, working with an Expert Working Group of first responders, psychosocial professionals, the BC Coalition for People with Disabilities, and the North Shore Emergency Management Office, a Self-Care Decontamination Protocol was developed. This protocol could be carried out by any trained first responder and would enable casualties to remove most of the contaminants before HazMat Teams arrived, who could then complete the technical decontamination or showering process.

ACCOMMODATING AT-RISK POPULATIONS

Researchers also developed messaging and protocols to accommodate at-risk populations, including pregnant women, children, infants, persons who are blind, persons with anxiety disorders, persons in wheelchairs, and many others. Self-care decontamination kits were developed and used to support the cleaning and disrobing process as well as the post-showering process. Additionally, a prototype "Decon Doll" or action figure was created to help prepare children for the arrival of the HazMat Team members.

All of this was tested in a cold weather self-care decontamination drill held in North Vancouver in March 2013 with over 35 participants and a number of first response organizations. It was a major success, and using results of the drill, the protocols and kits were further refined, tested in August 2013 in White Rock, and presented at Exercise Green Cloud.

In January, HazMat Experts locally, nationally, and internationally were brought together for a two-day workshop to review, critique, and help SIMTEC researchers further refine the protocols used by first responders.

The workshop was a major success and a terrific opportunity to learn from different groups. All of the materials on Exercise Green Cloud have been compiled and are now available on the SIMTEC website at **www.simtec.jibc.ca**. ♣

CAF CAMPUS

Learning without Boundaries

LE CAMPUS DES FAC

L'apprentissage sans limites

WHAT IS CAF CAMPUS?

Canadian Armed Forces (CAF) Campus is a modern, performance-oriented learning architecture that is agile, integrated and responsive to operational and institutional requirements. It has been designed to close the strategic gaps in the current individual training and education (IT&E) system while moving it into the future and ensuring that CAF personnel have the competencies required to maintain operational readiness.

Led by the Canadian Defence Academy Headquarters (CDA HQ), CAF Campus will enable the strategic synchronization of plans, opportunities and investments to improve IT&E while reducing the burden on personnel and resources. Innovative approaches that fuse modern methodologies with the latest technology enabled IT&E solutions will accelerate learning, improve retention, encourage critical thinking, and enable easy access to realistic IT&E – anytime, anywhere!

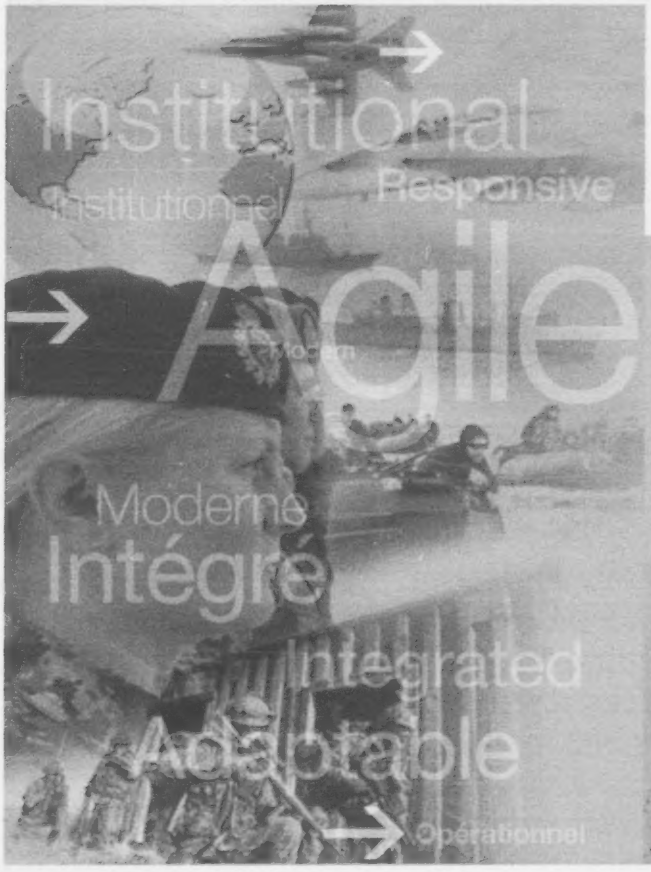
The "blueprint" for CAF Campus is the CAF Campus Operational Framework, which was endorsed by the Armed Forces Council (AFC) on 19 June 2013 and signed by the Chief of the Defence Staff on 25 July 2013. The Operational Framework was prepared by a pan-CAF partnership of stakeholders as part of the IT&E Modernization Initiative that was launched by AFC in 2010.

QU'EST-CE QUE LE CAMPUS DES FAC?

Le Campus des FAC est un outil d'apprentissage moderne et souple qui est axé sur le rendement, intégré et adapté aux besoins opérationnels et institutionnels. Il a été conçu afin de combler les lacunes stratégiques du système d'instruction individuelle et d'éducation (II et E) actuel tout en le modernisant et en faisant en sorte que les militaires acquièrent les compétences nécessaires au maintien de leur disponibilité opérationnelle.

Dirigé par le Quartier général de l'Académie canadienne de la Défense, le Campus des FAC permettra la synchronisation stratégique de plans, de possibilités et d'investissements en vue d'améliorer l'II et E tout en réduisant le fardeau qui pèse sur le personnel et sur les ressources. Des approches novatrices qui fusionnent des méthodes modernes et les plus récents outils d'II et E axés sur la technologie permettront d'accélérer l'apprentissage, d'améliorer la rétention, de favoriser la pensée critique et de faciliter l'accès à une II et E, partout et en tout temps!

Le plan directeur du Campus des FAC est le Cadre opérationnel du Campus des FAC, qui a été approuvé par le Conseil des Forces armées (CFA) le 19 juin 2013 et signé par le chef d'état major de la Défense le 25 juillet 2013. L'établissement du Cadre opérationnel s'est fait grâce à un partenariat entre divers intervenants à l'échelle des FAC dans le cadre de la mesure de modernisation de l'II et E lancée par le CFA, en 2010.



WHY IS IT IMPORTANT?

CAF Campus represents a fundamental shift from the traditional IT&E paradigm and is the first systemic rationalization of the IT&E system in the CAF's history. It will resolve long-standing concerns raised by leaders, various reviews, the IT&E community and members. It is a vehicle that will help transform the CAF into a true learning culture.

POURQUOI LE CAMPUS EST-IL IMPORTANT?

Le Campus des FAC représente un virage fondamental par rapport au paradigme traditionnel de l'II et E et constitue la première rationalisation du système de l'II et E de toute l'histoire des FAC. Il répond à des préoccupations depuis longtemps soulevées par les chefs, par la collectivité de l'II et E, par les militaires, ainsi que dans le cadre de divers examens. Il s'agit d'un outil qui favorisera la transition des FAC à une véritable culture d'apprentissage.

WHAT FEATURES WILL CAF CAMPUS HAVE?

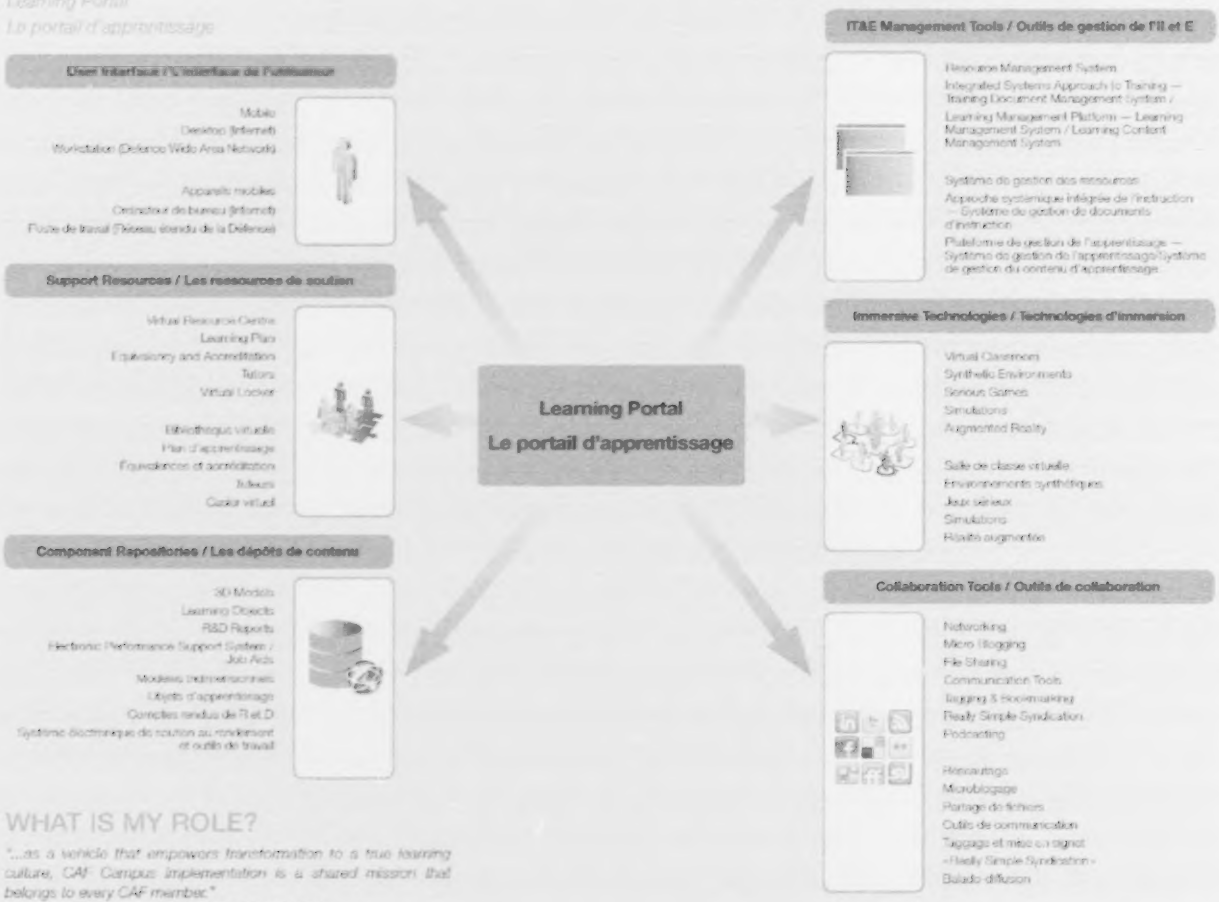
One of the first projects is the CAFOFE, which will provide online access to the learning content, tools and capabilities shown... **when and where they are needed!**

All CAF members will have access to the CAFCEE through a Learning Portal, which will provide access according to the user's role (learner, instructor, designer, developer, manager, administrator, etc.). It will be accessible from any computer or mobile device, thereby enabling learning at the point of need.

LES AVANTAGES DU CAMPUS DES FAC

L'un des premiers projets entrepris dans le cadre du Campus est la PACFAC, qui permettra d'accéder en ligne au contenu d'apprentissage, aux outils et aux capacités présentées, **au moment et à l'endroit où l'on en a besoin!**

Tous les militaires pourront accéder à la PACFAC par l'intermédiaire d'un portail d'apprentissage qui fournira un accès correspondant au rôle de l'utilisateur (apprenant, instructeur, concepteur, programmeur, gestionnaire, administrateur, etc.). Il sera accessible à l'aide de tout ordinateur ou appareil mobile, ce qui rendra l'apprentissage plus opportun.



WHAT IS MY ROLE?

"...as a vehicle that empowers transformation to a true learning culture, CAF Campus implementation is a shared mission that belongs to every CAF member."
– General T.J. Lawson, Chief of the Defence Staff

So get involved and stay engaged!

WHEN DOES IT ALL START?

Now! Work is already well underway on the following projects, which have been selected to support the Initial Operational Capability of CAF Campus:

- Learning Support Centres
- CAFCEE
- Common Capabilities
- Performance Management Framework.

QUEL EST MON RÔLE?

« Le Campus des FAC est un outil de transformation permettant l'établissement d'une véritable culture d'apprentissage et sa mise en œuvre est une mission à laquelle doivent participer tous les militaires des FAC. »

– Le Gén Tom Lawson, chef d'état major de la Défense

Nous comptons sur votre participation!

QUAND LA MISE EN ŒUVRE DU CAMPUS COMMENCE-T-ELLE?

Elle a déjà commencé! Les projets suivants, qui ont été choisis en vue de favoriser l'atteinte de la capacité opérationnelle initiale du Campus des FAC, progressent bien :

- les Centres de soutien à l'apprentissage;
- la PACFAC;
- les capacités communes;
- le Cadre de gestion du rendement.

DO YOU WANT TO KNOW MORE?

Please visit the CAF Campus website at: **www.forces.gc.ca/en/education-training.page**

Questions can be directed to CDA HQ at: **future.plans@forces.gc.ca**

VOUS VOULEZ EN SAVOIR PLUS?

Consultez le site Web du Campus des FAC, au **www.forces.gc.ca/fr/education-formation.page**

Si vous avez des questions, n'hésitez pas à communiquer avec le QG de l'ADC, à **future.plans@forces.gc.ca**.